

Effective 31 October 1997

Personnel Procurement

Recruiting Market Analysis

This UPDATE printing publishes a revised regulation which is effective 31 October 1997. Because of the extensive changes made, no attempt has been made to highlight the revised portions of this regulation.

For the Commander:

RICHARD L. TETERS, JR.
Colonel, GS
Chief of Staff

Official:

ROGER H. BALABAN
Director, Information Management

Summary. This regulation prescribes United States Army Recruiting Command procedures for a recruiting market analysis for Regular Army, United States Army Reserve, Army Medical Department, and technical warrant officers.

lation does not contain information that affects the New Manning System.

Supplementation. Supplementation of this regulation is prohibited.

Applicability. This regulation applies to all elements of the United States Army Recruiting Command.

Suggested improvements. The proponent agency of this regulation is the Office of the Director of Program Analysis and Evaluation. Users are invited to send comments and suggested improvements on DA Form 2028 (Re-

Impact on New Manning System. This regu-

commended Changes to Publications and Blank Forms) directly to HQ USAREC (RCPAE-MKT), Fort Knox, KY 40121-2726.

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Chapter 1

General

1-1. Purpose

This regulation prescribes United States Army Recruiting Command (USAREC) procedures for recruiting market analysis (RMA) for Regular Army (RA), United States Army Reserve (USAR), Army Medical Department (AMEDD), and technical warrant officers (TWO). This regulation supports USAREC's mission to recruit for America's Army, supports the recruiter missioning process, and empowers commanders to organize recruiting brigade (Rctg Bde) areas of responsibility (AOR) to accomplish the recruiting mission.

1-2. References

For required and related publications and blank forms see appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

1-4. General

a. The RMA is a standardized, analytically based recruiter distribution scheme that considers, at ZIP Code level, recruiting market potential, historical production, geographic and demographic market factors (i.e., census (current and projected), population distribution, road networks, etc.), USAR troop program unit (TPU)

*This regulation supersedes USAREC Regulation 601-87, 28 June 1995.

requirements, and market equity.

b. The key to a successful RMA is chain of command involvement along with early staff involvement and coordination (e.g., facilities managers, education services specialists (ESS), and adjutants).

c. RMA goals are to:

(1) Optimally distribute on-production Regular Army (OPRA) and on-production Active Guard Reserve (OPAGR) recruiter authorizations throughout the command.

(2) Ensure recruiting stations (RS) have an equitable share of available market.

(3) Ensure timely submission of force structure changes to have personnel, resources, facilities, etc., on the ground to accomplish the recruiting mission.

(4) Ensure recruiting battalions (Rctg Bns) and Army Medical Department detachments (AMEDD Dets) penetrate the entire market.

(5) Gain knowledge of the market area.

d. The RMA will determine RS market area; the number and location of OPRA and OPAGR recruiters; any RS expansions, reductions, openings, or closings; and RS, recruiting company (Rctg Co), and Rctg Bn boundaries.

e. The RMA data bases form the basis to distribute resources and to process organizational changes on all systems to include ZIP Code alignment.

f. There is no specific time requirement for an RMA (e.g., every 12 months or after a Rctg Bn change of command). Rctg Co commanders, health care recruiting team leaders (HCRTL), Rctg Bn commanders, AMEDD Det commanders, Rctg Bde commanders, or Headquarters, United States Army Recruiting Command (HQ USAREC) may initiate (or direct) an RMA based on changing factors affecting the market and recruiting effort. As a minimum, commanders should review factors influencing RMA (e.g., market shifts, USAR TPU changes, structure changes, significant high school senior (HSSR) population changes, medical working and/or resident population shifts, medical school student population changes, etc.,) annually to determine if the Rctg Bn should conduct an RMA.

g. All RMA must contain the full complement of supporting data bases and documentation as addressed in paragraph 1-5h(8).

h. A Rctg Bn or AMEDD Det can process only one RMA at a time (i.e., HQ USAREC will not process two or more RMA for the same Rctg Bn or AMEDD Det simultaneously).

i. Once an RS, Rctg Co, etc., inactivates, the recruiting station identification (RSID) remains in the inactive file for a minimum of 3 years. Restricted use of previously used RSID is necessary to maintain and have access to historical production data and to track lease data on the Recruiting Facilities Management Information System (RFMIS). In some cases, the Government may continue to pay a lease for an inactivated (i.e., closed) RS.

j. Many factors can determine an RS's RA and USAR missions. Factors include: The prime market for Active Army (17 to 21 years olds), the primary and secondary market for USAR, market ZIP Code for USAR with territory

and military available (MKTZIP), vacancies for USAR, Department of the Army's accession missions (current and outyears), projected Active Army Delayed Entry Program losses, projected contract achievement rates, medical working and/or resident population, medical school student population, and historical production. The number of on-production recruiters does not necessarily determine the mission.

k. Department of the Army's mission to USAREC, TPU requirements, and past penetration drive the USAR recruiting mission, not the number of USAR recruiters.

1-5. Responsibilities

a. Chief of Staff (CofS), USAREC, has final approving authority for conflicts, disputes, or unresolved problems associated with the RMA process.

b. Director of Program Analysis and Evaluation will:

(1) Develop and refine RMA methodology and milestones, and publish guidance.

(2) Develop and maintain RA and USAR recruiter allocation models; user friendly software and program updates to Rctg Bdes, AMEDD Dets, and Rctg Bns to conduct market analyses in accordance with the Information Management Directorate's policy on application, development, documentation, and requirements.

(3) In coordination with the Resource Management Directorate allocate the number of limited-production station commanders (LPSC), OPRA, and OPAGR to each Rctg Bde with recommended Rctg Bn and AMEDD Det numbers (for LPSC, OPRA, and OPAGR).

(4) Designate a point of contact from the Program Analysis and Evaluation Directorate, Market Division, for each RMA.

(5) Review RMA submissions for compliance with regulations and command guidance.

(6) Conduct an annual market workshop to review command philosophy, operations, practices, and policies.

(7) Maintain the RA and USAR data bases to conduct RMA.

(8) Ensure accurate, timely, user-oriented data and reports for Rctg Bde through RS analysis.

(9) Maintain a master listing of RS and higher identification (RSID) codes in accordance with the Information Management Directorate's policy on application, development, documentation, and requirements.

(10) Develop and conduct a quarterly market course for Rctg Bde market personnel, Rctg Bn, and AMEDD Det operations personnel.

(11) Based on requests from Rctg Bde commanders, schedule and conduct on-site training and assistance visits.

(12) Develop marketing annexes to operations orders for force structure changes (e.g., RSID inactivations or activations, Rctg Bn or AMEDD Det RSID changes, and realignment with corresponding USAR unit identification codes, etc.).

(13) Arrange for and conduct demographic and other RMA-related research to support USAREC and subordinate organizations. Outside agencies will conduct research in accord-

ance with the USAREC studies approval process.

(14) Provide reports and data base updates as specified in table 1-1 (e.g., Automated Territory Alignment System (ATAS), master ZIP Code file (MSTRZIP), RMA, and reserve center totals (RCTOT)) to support RMA.

(15) Verify and reconcile RMA submissions against the Command Integrated Management System (CIMS) data bases and tables of distribution and allowances (TDA) after quarterly rollover.

(16) In coordination with USAREC staff, develop and update basis of issue plan (BOIP) to support marketing functions at Rctg Bde, AMEDD Det, and Rctg Bn (see table 1-2).

c. Director of Resource Management will:

(1) Review RMA for compliance with manpower and facilities guidance, restrictions, and limitations.

(2) Publish approved TDA changes with effective date (E-date) as specified in RMA cover memorandum. At the earliest, TDA will be effective at the beginning of the rollover following submission to the Resource Management Directorate and TDA approval (e.g., TDA submitted 15 November, E-date 1 January).

(3) Ensure Rctg Bn and AMEDD Det staffing levels match the RMA field force size.

d. Director of Recruiting Operations will:

(1) Ensure the USAREC ESS provides guidance and assistance to Rctg Bde, AMEDD Det, and Rctg Bn ESS in support of RMA.

(2) Ensure Reserve Affairs Division:

(a) Obtains all USAREC data necessary to update the Recruit Quota System (REQUEST) for USAR vacancies from HQ USAREC (RCPAE-MKT) or other valid sources. Examples include Rctg Bn two-digit RSID or name.

(b) Updates applicable data on REQUEST to match the USAREC command structure and ZIP Code ownership.

(c) Coordinates with the REQUEST manager to update associated data file elements not accessible to USAREC.

e. Director for Personnel will coordinate the accession, training, and distribution of recruiters authorized as the result of RMA changes.

f. Other HQ USAREC directors and special staff section chiefs will:

(1) Participate in the collection of data as required.

(2) Assist and monitor follow on actions associated with RMA findings.

g. Rctg Bde commanders will:

(1) Approve or disapprove Rctg Bn and AMEDD Det RMA.

NOTE: HQ USAREC (RCPAE-MKT) must conduct a staff review and quality control (QC) prior to implementation of the RMA.

(2) Ensure Rctg Bns and AMEDD Dets comply with published RMA directives and guidance.

(3) Based on USAREC recommendations and Rctg Bde authorization levels, redistribute Rctg Bn and AMEDD Det LPSC, OPRA, and OPAGR authorizations.

(4) Maintain Rctg Bde LPSC, OPRA, and AGR authorizations at USAREC-directed Rctg Bde levels (i.e., total of Rctg Bn and AMEDD Det

authorizations must zero sum to USAREC numbers for the Rctg Bde). HQ USAREC will disseminate authorization levels under a separate memorandum (as required).

(5) Provide technical support and training to Rctg Bns and AMEDD Dets.

(6) Align personnel, on CIMS and the Army Recruiting and Accession Data System (ARADS) data bases with approved RMA.

(7) Provide RA and USAR RMA standing operating procedures or memorandum of instruction to Rctg Bns and AMEDD Dets.

(8) Integrate realty specialist, ESS, management analyst (e.g., manpower analyst, facilities analyst), and military personnel technicians into the RMA process.

(9) Ensure RMA data is correct and uploaded to HQ USAREC (RCPAE-MKT).

(10) Ensure timely submission (not later than 45 days) of approved RMA to HQ USAREC for HQ USAREC staff actions and coordination.

(11) Ensure Rctg Bde marketing and missioning staff sections and Rctg Bn and AMEDD Det operations have BOIP items on hand or on order (see table 1-2).

h. Rctg Bn and AMEDD Det commanders will:

(1) Integrate RA and USAR portions of the RMA.

(2) Ensure company leadership teams and RS commanders participate in the RMA process.

(3) Integrate executive officer, supply officer, facility manager, ESS, and adjutant into the RMA process.

(4) Ensure accurate and complete assignment of all ZIP Codes in the Rctg Bn area of operations.

(5) Identify the 50-mile area for each USAR center, obtain vacancy data, and verify USAR RS territories.

(6) Accomplish facility actions in accordance with USAREC Reg 405-1.

(a) Ensure facility data is accurate and available for identifying existing facility assets to support proposed recruiter strength levels.

(b) Use Excess Space Report from RFMIS to identify facility assets that may support proposed strength levels.

(7) Initiate staff actions to approved resources (e.g., telephones, Government automobiles, desks, etc.) to support the RMA.

(8) Submit proposed RMA to Rctg Bde for approval with the following:

(a) Cover memorandum summarizing the results of the RMA. See figure 1-1 for sample format.

(b) Automated USAREC Fm 569-E (Recruiting Field Force Changes) including a Rctg Co summary with remarks.

(c) USAREC Fm 842 (Justification for Recruiting Substation) if applicable.

(d) Automated reports (Average and Standard Deviation Report (ASRPT)), Average Territory Report (ATRPT)).

(e) ATAS-produced Master Verify Report. Do not send error free verifies, only those with required changes. (All verifies should be clean except for ZIP Codes requiring change(s) to the master data base files (i.e., MSTRZIP.dbf). Ver-

ify reports should reflect required corrective action.)

(f) An ATAS data base with updated high school (HS) and ZIP Code information.

(g) Boundary files describing Rctg Co and RS territories, and USAR territories.

(h) ATAS-generated Rctg Bn map depicting Rctg Co and RS boundaries.

(i) MapInfo-generated USAR maps (using current ATAS data) depicting the location of reserve centers (RC) with ZIP Codes, percent fill of RC, number of USAR vacancies distributed to ZIP Codes within 50 miles of RC, number of USAR recruiters, and a 50-mile radius around at least one RC.

(9) AMEDD RMA will require the same type of paperwork as RA and USAR RMA, with modifications and/or substitutions. AMEDD Dets will use the spreadsheet provided by Resource Management Directorate as USAREC Fm 569-E.

(10) AMEDD RMA teams will include: RS commanders, HCRTL, Rctg Bde representatives (market, facility, corps of engineers, etc.), and AMEDD Det representatives.

(11) Ensure Rctg Bn and AMEDD Det operations sections have BOIP items on hand or on order (see table 1-2).

(12) Provide MapInfo-generated map(s) showing RS ZIP Codes, HS locations, community colleges locations, medical schools, hospitals, and all RC locations within 50 miles of the RS to the RS commander.

i. Rctg Co commanders and HCRTL will:

(1) Recommend RS market area.

(2) Recommend facility actions.

(3) Ensure RS commanders post and implement RMA results (e.g., RS boundary changes, transferring school folders, posting school folders, obtaining required resources, etc.) before E-date.

(4) Disseminate RMA results to RS.

(5) Verify accuracy of all ZIP Codes, to include HS and colleges.

Chapter 2 Command Guidance

Section I Command Force Structure

2-1. Command guidance

Criteria for establishing or continuing one-man RS. Rctg Bn commanders will minimize the number of one-man RS and must submit written justification to the Rctg Bde commander for approval of continuance (e.g., renewing a facility lease), relocation, or prior to establishing one-man RS (e.g., during the RMA process). Prior to renewing a lease for a one-man RS, Rctg Bn commanders will submit a separate memorandum to the Rctg Bde commander justifying continuance of the RS. RMA will include separate paragraph(s) addressing justification for one-man RS. As a minimum, issues to be considered in continuing, relocating, or establishing the one-man RS:

a. Are the other service(s) already located at the proposed site? Breaking collocation may

result in lost production and market share. (Services can't decide on their own to break collocation. This decision is made by the Joint Facilities Recruiting Committee.) Establishing collocation may be the least expensive decision, increase production and market share.

b. Is there another Army RS with sufficient space within 30 road miles or 90 minutes driving time from the proposed RS location? Commanders should not establish one-man RS under these conditions.

c. Is the establishment of a one-man RS the only work-around to facilitate relocation or expansion efforts?

d. Will placement of an additional recruiter in an existing RS violate the span of control guidelines as specified in this regulation?

e. Will a dedicated recruiter in a proposed area and community increase not only Army market but also Department of Defense (DOD) production (i.e., expand the market)?

f. Are there special market conditions? For example, one ethnic group comprises the predominant recruitable population and a one-man RS is the best solution to penetrate the specific market.

g. Consider temporary duty savings, man-hours to travel to and from the proposed area, lost recruiting opportunities, windshield time, and avoidance of safety risks.

h. Consider the effects of winter and inclement weather, etc., with regard to the establishment of a one-man RS.

i. Historical production or increasing production justifies continuance of a one-man RS.

j. Closing a one-man RS is not justification for increased expenditures in the facility programs.

k. Prior to establishing a one-man RS, the commander should test the market by opening a substation in the proposed area. (See para 2-4c for specific information regarding substations.)

2-2. Guidelines

a. The following force structure (RA and USAR) guidelines are historically based and do not necessarily reflect optimal structure. Use the following guidelines for possible unit activation, inactivation, or general force structure changes:

(1) One to seven on-production recruiters per RS (not more than nine).

(2) Twenty-one to thirty-five recruiters per Rctg Co.

(3) Five to ten RS per Rctg Co.

(4) Four to six Rctg Cos per Rctg Bn (not to exceed seven).

(5) Six to nine Rctg Bns per Rctg Bde.

(6) LPSC authorized if the RS has six or more on-production recruiters (OPRA plus OPAGR plus GS-07). Rctg Bn commanders may request LPSC exceptions for extraordinary circumstances (see b below).

b. The Rctg Bde commander may approve an LPSC for an RS with fewer than six on-production recruiters, as long as the overall total does not exceed the current number of LPSC authorized for the Rctg Bde. Resource Management Directorate will document LPSC exception requirements and approve the positions if authori-

zations are available. The Rctg Bde commander should consider the following for determining LPSC exceptions:

(1) High crime, vandalism, etc., for unattended buildings.

(2) DOD production and market expansion. An LPSC may improve market penetration in the long term.

(3) Number of HS per recruiter, to include on-production recruiter (on-production station commanders).

(4) RS location relative to other services (e.g., collocated). What is the competition and how many recruiters from the other services are working the area?

(5) Time and distance from RS to the farthest recruiting area within the RS territory, TPU, and Military Entrance Processing Station (MEPS). Time and distance criteria will vary throughout USAREC. The Rctg Bde commander should publish specific criteria unique to the Rctg Bde's area of operations.

(6) Impact of not having an LPSC.

c. A holding RS that has six or more on-production recruiters as the result of the temporary plus-up of recruiters (i.e., permanently assigned recruiters plus recruiters from RS pending opening) may temporarily have an LPSC. Resource Management Directorate will unilaterally delete the LPSC from the holding RS (if no longer authorized by definition) after activation of the Code 90 RS.

Section II RA

The following guidance reflects command policy on RA recruiter use and positioning.

2-3. Territorial policy

a. The RMA process and data bases will reflect recruiting territories and responsibilities at ZIP Code level from RS level through Rctg Bde. RS commanders and the chain of command have the responsibility to determine and identify individual recruiter sales territories and AOR. The ATAS data base will not reflect individual recruiter sales territories (previously known as recruiter zones).

b. RS should have a contiguous or adjacent AOR. Each OPRA should have at least one Priority A HS to recruit applicants. Each recruiter should have 200 to 800 HSSR (single school or combined). RS commanders may assign one or more recruiters to a given HS.

c. Rctg Co boundaries will be contiguous.

d. Commanders will minimize division of ZIP Codes, counties, universities, colleges, school districts, and HS between Rctg Bns, Rctg Cos, or RS.

2-4. RS policy

a. Locate RS to support quality of life (QOL) issues for recruiters to take advantage of a market's everyday traffic pattern. Production factors to consider include: Population center of mass,

travel time and distance to schools, hub position to support recruiters, other service(s) location(s), etc. QOL issues include crime statistics for proposed sites, parking availability and fees, RS accessibility via toll roads, etc.

b. Each RS will maintain RA and USAR reports depicting current approved RMA.

c. Commanders will minimize the number of substations (see glossary for definition). Criteria to establish a substation includes: No lease cost, 70 percent of a recruiter's market is 30 miles or more from the RS, and compliance with USAREC Reg 405-1. If there is a facilities cost, Office, Assistant Secretary of Defense (OASD) requires the market to be 50 miles from the RS, without regard to RS, Rctg Co, or Rctg Bn boundaries.

d. Rctg Bde realty specialists will conduct on-site visits during the RMA process. USAREC realty specialists will assist as required. Rctg Bn, Rctg Bde, and USAREC should have identified and resolved all facilities issues prior to the Rctg Bn commander submitting the RMA to the Rctg Bde commander.

e. Rctg Bde commander's approval of the RMA does not necessarily mean OASD approval of facility actions. OASD approval does not imply Corps of Engineers will be able to complete the facility actions by E-date.

2-5. Data issues

a. HS.

(1) HQ USAREC (RCPAE-MKT) will provide HS data to Rctg Bdes by March of each year for updating and verification. Data will include private and public HS enrolled and not enrolled in United States Military Entrance Processing Command's (MEPCOM's) Student Armed Services Vocational Aptitude Battery (SASVAB) testing program. The data base will assist Rctg Bns in their annual update of school data.

(2) After all Rctg Bdes complete their annual update, HQ USAREC (RCPAE-MKT) will verify ATAS HS data.

(3) Each HS will have a unique MEPCOM identification code (nine digits; digits one through five is Fipcode plus MEPCOM generated code). HQ USAREC (RCPAE-MKT) will maintain and assign unique identification codes for any learning institution in the ATAS data base that does not have a MEPCOM unique code (i.e., similar to management of RSID).

(4) Codes for the type of school are as follows:

(a) ATAS data base will include private and public HS and vocational-technical schools.

(b) Last year's graduating class is the first year graduates (1st year high school diploma graduate males (HSDGM) and 1st year high school diploma graduate females (HSDGF)). RS will collect graduate data by 15 August.

(c) Last year's first year graduates are second year males (HSDGM1) and second year females (HSDGF1).

(d) To ensure continuity, RS will report HS population numbers for 3 years after school clo-

sure or consolidation. For example, HS X closes this year, high school senior male (HSSRM) = 0, HSDGM = 120, HSDGM1 = 130.

(e) Rctg Bns will identify vocational-technical schools on data bases to prevent double counting.

b. Colleges.

(1) RS will list and identify colleges as follows: 4 = 4-year college; 2 = 2-year college; v = vocational school.

(2) Report first and second year full-time enrollment in fields, CENROL1 and CENROL2, respectively. Collect data no later than 1 January.

c. Rctg Bns will update school data (in ATAS format) through Rctg Bde to HQ USAREC (RCPAE-MKT) by April each year (see table 1-1). New HS and colleges should be added to existing ZIP Code record and not input as a new record, unless there is an already existing record.

Section III USAR

The following guidance reflects command policy on the use and positioning of OPAGR recruiters.

2-6. Environmental factors

a. USAR environmental factors such as TPU attrition rates, projected TPU fill, projected vacancies, TPU activations or inactivations, military occupational specialty readiness priority, military available (MA) within 50 miles of each TPU, and past production determine the number of USAR recruiters in a specific market area.

b. USAREC uses a DZVAC Program to calculate RMA OPAGR distributions and USAR mission assignments. The DZVAC Program mirrors ATAS for ZIP Code accountability by apportioning vacancies from each RC to surrounding MKTZIP, identifying MA, and past production by ZIP Code to hold Rctg Bns responsible for their share of area within 50 miles of the RC. The MapInfo ATAS 60-20-20 model calculates recommended OPAGR authorizations for each RS.

c. The Office of the Chief, Army Reserve allocates a limited number of AGR authorizations to USAREC. USAREC cannot exceed the authorized number. Using the model in b above, HQ USAREC (RCPAE-MKT) will annually (second quarter) review OPAGR allocations to each Rctg Bde with recommended OPAGR Rctg Bn numbers.

d. Rctg Bdes cannot exceed Rctg Bde authorizations and may redistribute authorizations among Rctg Bns. HQ USAREC (RCPAE-MKT) will control redistribution of OPAGR authorizations between Rctg Bdes. USAREC CofS is the approving authority for transfer of OPAGR authorizations between Rctg Bdes.

e. For AGR changes, the Rctg Bn adjutant (S-1) will add specific paragraph and line number depicting exact authorization in question to the Remarks section of USAREC Fm 569-E for AGR changes.

2-7. Territorial policy

a. Approval authority for USAR only RS is held at HQ USAREC (CofS) and is not delegated to Rctg Bdes. The concept of USAR only RS may make sense at some locations, but these should be justified on an individual basis and must be approved by this headquarters. Keeping USAR recruiters in their current market and RS is extremely important. Moving a USAR recruiter to a centralized RS for the sole purpose of creating a new RS is not an acceptable reason to create a USAR only RS. Specific facility issues and current funding constraints may enhance the acceptability of creating a USAR only RS. On a case-by-case basis, HQ USAREC (RCPAE-MKT) will analyze requests of this nature. Examples of reasons to form USAR only RS:

- (1) A large concentration of USAR units exist, or
 - (2) The RC has (and will allow USAREC to occupy) usable, inexpensive space, or
 - (3) RC are available to facilitate USAR recruiting on a permanent basis.
- b. OPAGR will have an identifiable market to include nonprior service and prior service market and geographic area (ZIP Codes).
- (1) Nonprior service market consists of 17 to 21 year old males and females, colleges, and HS.
 - (2) Prior service market consists of 21 to 29 year olds released from active duty within the last 180 days.
 - (3) Every ZIP Code within the Rctg Bn area must be part of a USAR territory. The territory may consist of all of an RS area, or two or more RS areas. Where possible, avoid splitting RS areas.

2-8. RS policy

Consider the following USAR factors when locating RS: Distance to TPU in relation to population (MA center of mass), travel time, and distance to schools. Position recruiters to prospect in all MA within 50 miles of RC and historically productive MA outside 50-mile radius.

Chapter 3

Map Preparation

3-1. Maps - RA and USAR

- a. Use the symbols, colors, and lines within MapInfo and ATAS programs. Adhere to symbol, color, scheme, and boundary guidance in table 3-1.
- b. RA and USAR maps will include:
 - (1) RC locations showing numbers of high priority-inactivations-total units (e.g., 5-2-10).
 - (2) Number and location of USAR recruiters.
 - (3) Location and number of total vacancies (actual plus 12-month projections).
 - (4) All RC locations will display total E-1 through E-6 required strength and forecasted vacancy numbers used in the RMA (e.g., 516 required/124 vacancy).
 - (5) A 50-mile radius arc passing through the

RS from at least one RC.

- c. Rctg Bns should update map data annually.
- d. AMEDD health care recruiting team (HCRT) territory maps and RSID ownership:
 - (1) AMEDD Det map with HCRT territories.
 - (2) AMEDD Det map with HCRT and RA territories.
 - (3) AMEDD Det map with HCRT and USAR territory.
 - (4) Listing of AMEDD RSID ownership.

Chapter 4

Methodology

4-1. RA procedures

- a. Prepare for RA portion of the RMA as follows:
 - (1) HQ USAREC (RCPAE-MKT) will extract information from the RMA data base (ATAS, MKTZIP, and RCTOT data bases) and forward information through the Rctg Bde to the Rctg Bn for updating (especially the HS population).
 - (2) See table 4-1 for data sources and responsibilities.
 - (3) See table 4-2 for required files.
 - (4) See figure 4-2 for sample RMA checklist. Checklist is available under Utilities in ATAS.
- b. Conduct the RA portion of the RMA as follows:
 - (1) Form RS territories by logical grouping of HS, school districts, and colleges (with associated ZIP Codes). Factors to consider in establishing RS territories:
 - (a) Does the RS have too much market for the number of recruiters to maintain an appropriate administrative workload?
 - (b) Based on a 3-year average of DOD grad or senior I-III A (GSA) production for the RS's aggregated ZIP Codes, does each recruiter in the RS have a DOD GSA market consistent with other recruiters in the Rctg Co? DOD GSA per recruiter should be within 15 percent of the Rctg Co's average.
 - (c) Does each recruiter have 200 to 800 HSSR?
 - (d) Rctg Bn commanders may deviate 15 percent from established standards without written justification from the Rctg Bde commander.
 - (e) Only one RS should own a ZIP Code (minimize split ZIP Codes between RS). (The purpose of splitting a ZIP Code is to allow access by more than one RS to recruit from that ZIP Code market. The ZSPLIT column in the ATAS data base calculates the production and census information based on the percent of split. Therefore, if ZIP Code is listed in an RS more than once (i.e., has multiple schools or colleges in the ZIP Code, the additional listing of the ZIP Codes will have zero in the ZSPLIT column.)
 - (2) Commanders should use existing facilities. Commanders must include expansions or relocations in the command facilities program.
 - (3) Within a Rctg Bn, Rctg Cos should be nearly equal in size and span-of-control (i.e., number of recruiters, number of RS), also con-

sidering local geography.

(4) Rctg Bde commanders may change Rctg Bn boundaries.

(5) Rctg Bde commanders may submit requests for changes to Rctg Bde boundaries to HQ USAREC (RCPAE-MKT) for coordination and approval in accordance with USAREC Cir 601-81.

4-2. USAR procedures

- a. Prepare for USAR portion of the RMA as follows:
 - (1) Upon request, HQ USAREC (RCPAE-MKT) will electronically provide data base reports to allow each Rctg Bn to monitor the status of the TPU environment.
 - (2) HQ USAREC (RCPAE-MKT) will provide data base reports reflecting TPU strength for analysis.
 - (3) Rctg Bns will validate USAR TDA positions by cross-matching the incumbent's assignment orders with actual duty location as identified in ARADS and CIMS. Rctg Bns will correct all identified inconsistencies. Refer to CIMS and ARADS User Manuals for detailed instructions.
- b. Conduct the USAR portion of the RMA as follows:
 - (1) HQ USAREC (RCPAE-MKT) will provide the Rctg Bde and Rctg Bn necessary data for the conduct of the RMA. See table 1-1 for technical description of data and listing of reports.
 - (2) USAREC will use the United States Army Reserve Personnel Center's Standard Installation/Division Personnel System data for RC strength. Rctg Bns may verify RC strength data with the local regional support command impacting on the Rctg Bn's AOR. Submit adjustments to RC strength through the Rctg Bde to HQ USAREC (RCPAE-MKT).
 - (3) Rctg Bns will identify territories and allocate USAR recruiters to RS using the best available procedures and data sources. Rctg Bns will use 60-20-20 model (i.e., MapInfo ATAS model) output reflecting updates based on scheduled USAREC force structure changes, unique demographics, and RS constraints (e.g., limited floor space).

Chapter 5

RMA Submissions

5-1. RMA submissions

- a. Upon completion of the RMA, the Rctg Bn will forward an afteraction report to the Rctg Bde for approval (see fig 1-1).
- b. Rctg Bde market offices will validate Rctg Bn RMA before Rctg Bde commander approval and submission of report to HQ USAREC. As a minimum, Rctg Bde marketing office will:
 - (1) Run ATAS Master Verify Report.
 - (2) Retrieve Rctg Bn's last RMA to verify audit trail of RMA actions.
 - (3) Ensure all verify reports are error free or annotate corrective actions.
 - (4) Print and review ASRPT, ATRPT, Station

Summary Report (SSRPT), and Detailed Station Summary Report (DSRPT).

(5) Ensure all ZIP Codes in RMA and ATAS are geocoded.

(6) Match point ZIP Codes with correct boundary ZIP Codes.

(7) Verify boundaries are contiguous (RS, Rctg Co, and Rctg Bn).

(8) Verify USAREC Fm 569-E reflects changes and audit trail. Ensure forms reflect all Code 90's and the holding RS(s) for recruiter increases not annotated against Code 90 RS(s). Remarks column of USAREC Fm 569-E will reflect authorizations being held in holding RSID. See appendix B.

(9) Coordinate with HQ USAREC (RCPAE-MKT) program analyst for new RSID.

(10) Compare TDA on CIMS with current portion of USAREC Fms 569-E.

(11) Verify distribution of all authorized OPAGR to RSID.

(12) Conduct RC analysis and ensure OPAGR cover all TPU.

(13) Ensure all USAR territories are contiguous and OPAGR recruiters cover all ZIP Codes in the Rctg Bn area.

(14) Transmit data on cc:Mail for ATAS updates.

(15) Verify compliance with this regulation and command guidance.

(16) See table 5-1 for CIMS Zip Code update process.

c. AMEDD RMA submission requirements.

(1) Afteraction report (cover memorandum summarizing the results of the RMA).

(2) RMA team members. Rctg Bde information paper on RMA work.

(3) Microsoft Excel spreadsheet showing current field force structure for AMEDD officers, enlisted, and civilians (to be requested from HQ USAREC (RCPAE) or HQ USAREC (RCRM-MM) before conducting the RMA) and an updated version of same spreadsheet as proposed under the RMA. (This is an interim requirement until an AMEDD USAREC Fm 569-E can be developed in ATAS.)

(4) RA RMA data and model recommendations.

(5) RA Territory Report (geographic territory assignments).

(6) USAR RMA data and model recommendations.

(7) USAR Territory Report (geographic territory assignment).

(8) AMEDD HCRT territory maps and RSID ownership.

(a) AMEDD Det map with HCRT territories.

(b) AMEDD Det map with HCRT and RA territories.

(c) AMEDD Det map with HCRT and USAR territory.

(d) Listing of AMEDD RSID Ownership (in CIMS input format).

(9) Facilities comments.

(10) Data base files (enclosed as computer disk).

d. Rctg Bde will forward completed RMA to HQ USAREC (RCPAE-MKT). Packet will include a data disk with final ATAS, RZA, RCTOT, and MSTRZIP files, along with the basic memorandum and enclosures as outlined in paragraph 1-5h and figure 1-1 for QC first. Upon completion of QC, HQ USAREC (RCPAE-MKT) will distribute to other directorates as required.

e. RMA must arrive at HQ USAREC staff proponents (see b above) no later than 45 days before the end of the quarter for a programmed E-date in the following quarter (e.g., 16 August for E-date of 1 October). Submissions after the required date could have an E-date of a later quarter (e.g., 3 September for E-date of 1 January).

5-2. Code 90 RS

Documenting Code 90 RS.

a. USAREC codes an RS on the TDA and in the ATAS data base as "Code 90" if the RS has an unknown address or no definite street address.

b. USAREC Fm 569-E will reflect Code 90 RS and the RS(s) designated to hold personnel for the Code 90 RS (i.e., the holding RS).

c. Remarks column on USAREC Fm 569-E will reflect Code 90 authorizations in the respective holding RS.

d. The Rctg Bde will notify HQ USAREC staff proponents (RCPAE-MKT, RCRM-MM-FP) within 10 working days of the Rctg Bde knowing an address and occupancy date for a designated Code 90 RS via cc:Mail.

e. HQ USAREC (RCPAE-MKT) and HQ USAREC (RCRM) will update ATAS data base and TDA documents. HQ USAREC (RCRM) will activate the RSID for the Battalion Operations and Awards Reporting System and other USAREC data bases.

f. If required, HQ USAREC (RCRM) will adjust LPSC positions as outlined in paragraph 2-2c.

Chapter 6

TWO Recruiting Positions

6-1. TWO recruiting positions

a. TWO recruiting is a special mission. Based on the following criteria, a Rctg Bde will designate USAR recruiters to accomplish the TWO mission:

(1) TPU structure has warrant officer authorizations, and

(2) TPU has long-term projected vacancies, and

(3) TPU has feeder military occupational specialties to support TWO authorizations.

b. The TWO market analysis will determine the number and location of technical warrant officer recruiters (TWOR).

c. HQ USAREC (RCPAE-MKT) will:

(1) Develop and maintain model for distribution of TWOR authorizations. Model considers vacancies within each Rctg Bn and sums to Rctg Bde.

(2) Provide TWOR data to Rctg Bns and Rctg Bdes.

(3) Monitor macro distribution of TWOR authorizations and provide command guidance.

d. Rctg Bdes will:

(1) Conduct analysis of TWO market and monitor status of TWO vacancies.

(2) Distribute authorizations to Rctg Bns.

(3) Monitor distribution and placement of TWO vacancies within Rctg Bns.

(4) Approve and validate all TWOR actions for the Rctg Bde.

(5) Have approving authority to transfer 79R authorizations between OPAGR and TWOR.

e. Rctg Bdes may submit TWOR changes separately or with a Rctg Bn RMA. TWOR changes will include:

(1) Market justification.

(2) Separate entry in the Remarks section of the Rctg Co's MapInfo-generated USAREC Fm 569-E. USAREC Fm 569-E columns will not reflect TWOR authorizations. Rctg Bns will keep TWOR authorizations distinct and separate from OPAGR authorizations.

Chapter 7

AMEDD RMA

Section I

AMEDD (RA)

7-1. Territorial policy

a. The RMA process and data bases will reflect recruiting territories and responsibilities from ZIP Code level from HCRT level through AMEDD Det. RS commanders and the chain of command have the responsibility to determine and identify individual recruiter territories and AOR.

b. AMEDD Det boundaries will be contiguous.

c. HCRT boundaries will be contiguous.

d. Commanders will minimize division of counties, universities, colleges, hospitals, and ZIP Codes between AMEDD Dets and HCRT.

e. The RMA data base will reflect recruiter authorizations by area of concentration (AOC). MEPS identifiers are also required to RSID level.

f. See table 7-1 for AMEDD required files.

7-2. RS policy

a. Locate RS to support QOL issues for recruiters and take advantage of a market's everyday traffic pattern. Production factors to consider include: Medical populations center of mass, travel time and distance to colleges and universities, hub position to support recruiters, other services(s) location(s), etc. QOL issues include crime statistics for proposed sites, parking availability and fees, RS accessibility via toll roads, etc.

b. Rctg Bde commander's approval of the RMA does not necessarily mean approval of facility actions. OASD approval does not imply Corps of Engineers will be able to complete the facility actions by E-date.

7-3. Data issues

a. Colleges.

(1) HCRT will update school data through AMEDD Dets to Rctg Bde (market and mission analysis office). Rctg Bdes will review data and provide data (in .dbf format) to HQ USAREC (RCPAE-MKT) by June each year. HQ USAREC (RCPAE) will provide the current medical student population data base to AMEDD Dets by January of each year for updating and verification. Data will include medical specialty enrollment of full-time students. The data base will assist HCRT in their annual update of school data.

(2) RS will list and identify colleges as follows: 4 = 4 year college; 2 = 2 year college; v = vocational school.

b. Residency data.

(1) Residency program information will be required to the ZIP Code level.

(2) For each residency program, data required will include: AOC, location, and first through fifth year student count.

c. Working data by AOC.

(1) HQ USAREC (RCPAE) will provide medical working population data by January of each year.

(2) There are several sources to include the 1990 Census, American Dental Association, American Medical Association, National League for Nursing, etc., that will be used to create the working population numbers.

d. Rctg Bde ESS will assist in AMEDD data collection efforts in an advisory role.

Section II

AMEDD (USAR)

7-4. Environmental factors

a. USAR environmental factors such as TPU attrition rates, projected TPU fill, projected vacancies, TPU activations or inactivations, military occupational specialty readiness priority, medical specialty available within 50 miles of each TPU, and past production will be considered in determining the placement of USAR recruiters in a specific market area.

b. USAREC uses a 60-40 weight program to calculate AMEDD USAR mission assignments in specific market areas. The assigned missions are determined by calculating AOC program requirements by weights of 40 percent based on market data and 60 percent based on existing vacancies.

c. The Office of the Chief, Army Reserve allocates a limited number of AGR authorizations to USAREC. USAREC cannot exceed the authorized number.

d. AMEDD Dets cannot exceed AMEDD Det authorizations and may redistribute authorizations among HCRT. HQ USAREC (RCPAE-MKT) will control redistribution of OPAGR authorizations between AMEDD Dets. USAREC CofS is the approving authority for transfer of OPAGR authorizations between AMEDD Dets.

e. For AGR changes, the HCRT will add specific paragraph and line number depicting

exact authorization in question to Remarks section of USAREC Fm 569-E.

f. Every ZIP Code within the HCRT area must be part of an assigned USAR territory. The territory may consist of all of an RS area, part of an RS area, or two or more RS areas. Where possible, avoid splitting RS areas.

7-5. RS policy

Consider the following USAR factors when locating RS: Distance to TPU in relation to population (MA center of mass, travel time, and distance to schools). Position recruiters to prospect all MA within 50 miles of RC and historically productive MA outside 50-mile radius.

Chapter 8

USAREC QC

8-1. USAREC QC

a. HQ USAREC (RCPAE-MKT) and HQ USAREC (RCRM) (TDA and facilities) will review Rctg Bde approved RMA and verify data for accuracy and correctness and compliance with current force structure and facilities guidance. For incorrect data bases, HQ USAREC (RCPAE-MKT) will coordinate with Rctg Bde marketing to correct the problem in the most expeditious manner.

b. HQ USAREC (RCPAE-MKT) will notify other HQ USAREC staff sections of RMA changes through cc:Mail. CC:Mail information will include: Rctg Bn RSID, date of RMA, significant changes, and data as listed on the cover memorandum.

c. HQ USAREC (RCPAE-MKT) and HQ USAREC (RCRM) will notify Rctg Bdes via cc:Mail upon completion of QC. HQ USAREC (RCPAE-MKT) will provide the Rctg Bde marketing a short, concise afteraction review of the RMA addressing concerns or perceived procedure problems for correction in subsequent RMA submissions.

d. HQ USAREC (RCPAE-MKT) and HQ USAREC (RCRM) will notify the Rctg Bde of any problems associated with the RMA and try to resolve the problem at the lowest level of command. Areas that could delay RMA implementation include:

(1) Exceeding specified authorization levels for LPSC, OPAGR, etc.

(2) No OPAGR covering an RC with vacancies.

(3) Unnecessary opening, closing, expansion, etc., of facilities.

(4) Failure to meet requirements set for opening one-man RS.

(5) Excess space.

(6) Breaking collocation.

(7) Breaking leases.

(8) Incomplete Federal Information Processing Standard Code (FIP), county, and ZIP Code assignments.

Table 1-1
Data requirements and reports

Data File Requirements		
MSTRZIP.dbf ATAS.dbf RZA.dbf RCTOT.dbf	FIPxx ZIPxx ROADxx COMPxx RSIDxx	USARxx CIMS.DAT xx.TDA
RMA Packet Contents		
Master Verify (hard copy) Windows boundaries (USAR territories, RS, Rctg Co, and Rctg Bn) ATAS data base MSTRZIP data base RMA data base RCTOT data base USAREC Fms 569-E and USAREC Fms 878-E (USAR Territory Report) Two maps: Rctg Co and RS boundaries with RS Rctg Co and USAR territories with RC locations		
Updates		
Report or Data Base	Frequency	Office of Primary Responsibility
RMA	As Required	Rctg Bn
Distributed ZIP Code Vacancy (DZVAC)	April	HQ USAREC (RCPAE-MKT)
MapInfo boundary files	April	HQ USAREC (RCPAE-MKT)
MapInfo U.S. ZIP point file	April	HQ USAREC (RCPAE-MKT)
HS data	April	HQ USAREC (RCPAE-MKT)
Army Reserve/Guard	Quarterly	HQ USAREC (RCPER-AGR)
RFMIS	Quarterly	HQ USAREC (RCLOG)
ATAS	Quarterly	HQ USAREC (RCPAE-MKT)
CIMS	Quarterly	HQ USAREC (RCRM)
MSTRZIP.dbf	Quarterly	HQ USAREC (RCPAE-MKT)
RMA and CIMS reconciliation	Quarterly	HQ USAREC (RCPAE-MKT)
USAR unit data	Monthly	HQ USAREC (RCPAE-MKT)
Army National Guard unit data	Monthly	HQ USAREC (RCPAE-MKT)
U.S. Postal ZIP Codes	Monthly	HQ USAREC (RCPAE-MKT)
U.S. Army Reserve Command Plan and Analysis	Monthly	HQ USAREC (RCPAE-MKT)
RCTOT.dbf	Weekly	HQ USAREC (RCPAE-MKT)

Table 1-2
BOIP

Rctg Bde marketing divisions, Rctg Bn operations, and AMEDD Dets must have the following hardware and software to accomplish respective missions and functions.

Hardware	Rctg Bde	Rctg Bn	RRS*	AMEDD Det
Pentium with 24 MB RAM	4	1	2	1
15" VGA color monitor	4	1	2	1
2GB hard drive (minimum)	1	1	1	1
Jazz or Zip drive	1			
28.8 baud (or industry standard) fax/modem, external	1	1	1	1
CD ROM	1			
tape backup for hard drive	1	1	1	1
laser printer	1	1	1	1
color printer	1	1	1	1
plotter	1	1	1	1
active matrix color laptop - Pentium with 300 MB hard drive and 24 MB RAM with built in track ball	1			
laser printer smart print sharing devices using RJ-11 cables	1	1	1	1
Software	Rctg Bde	Rctg Bn	RRS*	AMEDD Det
Microsoft Office	4	1	2	1
Microsoft Windows 95	4	1	2	1
spreadsheet - Microsoft Excel 7.0 (or most current version)	4	1	2	1
word processing - Microsoft Word 7.0 (or most current version)	4	1	2	1
data base - Microsoft FoxPro 2.6 (or most current version)	4	1	2	1
analytical - Microsoft SPSS	1			
mapping - MapInfo 4.1 (or most current version)	4	1	2	1
communications - PROCOMM for Windows	1	1	1	1
presentation - MicroSoft Powerpoint 7.0 (or most current version)	4	1	2	1
Communications	Rctg Bde	Rctg Bn	RRS*	AMEDD Det
dedicated cc:mail line for downloading and uploading data	1	1	1	1

*NOTE: To train operations officers, noncommissioned officers, etc., the Recruiting and Retention School (RRS) requires the above listed items.

Table 3-1
Symbols, colors, and boundaries

Symbols and Colors			Boundaries		
Item	Symbol and Shape	Color	Item	Lines	Color
RS	Star	Green	USAR territory	Solid and thin	Light Blue
Rctg Co headquarters	Star	Red	RS	Solid and thin	Light Green
Substations	Plus	Black	Rctg Co	Solid and thick	Dark Green
Public HS	Box with flag	Red	Rctg Bn	Solid and thick	Black
Private HS	Box with flag	Red	States	Solid	Yellow
Colleges	Star	Silver	Counties	Dotted	Blue
USAR centers	Triangle	Blue	ZIP Code	Dotted	Red
(display total vacancies)			USAR 50-mile market	Dotted	Black

NOTE: Symbols and colors conform to symbols and colors in USAREC Reg 350-7.

Table 4-1
Market data sources, collection and verification responsibilities

Data Element	Source	Office of Primary Responsibility
Name and location of HS	A, B, C, I	1
HS population plus 2 years of graduates	A, B, C, D, I	1
Name and location of all colleges	A, C, I	1
College population 1st and 2d year male enrollment	A, C, D, I	1
Type of college	A, C, D	1
Secondary education	A, C, D	1
ZIP Codes	F, K, N	2, 3, 4
USAR unit	G	2
National Guard	H	2
USAR MA	E	2
USAR vacancies	O	2

LEGEND	
Sources A - Individual State Agencies B - MEPCOM files C - State Boards of Education D - Individual Schools E - Recruit Market Information System F - U.S. Postal Service G - United States Army Reserve Personnel Center H - National Guard Bureau I - USAREC Fm 636 (School Data Sheet (RA and USAR)) J - Market Share Report K - ATAS Files	Sources (continued) L - RCTOT M - HQ USAREC (RCPAE-MKT) DZVAC N - MapInfo O - USAR and REQUEST Vacancy Data Responsibilities 1 - Rctg Bn ESS 2 - HQ USAREC (RCPAE-MKT) 3 - Rctg Bn Operations Officer 4 - Rctg Bde Marketing

NOTES:

- Each command has a responsibility to verify data prior to an RMA. As a minimum, compare new and old data to ensure changes support known market trends.
- Update data yearly.
- During data collection and verification process, HQ USAREC (RCPAE-MKT) will verify USAR unit or RC additions and deletions prior to making changes to the data base.

Table 4-2
Required files

The required files to conduct an RMA are described below. Use the information to confirm whether you have the required files and/or delete unnecessary files. From the **Windows File Manager**, select **View**, and choose **Sort by Name** and the files should be listed the same as below. If you do not have these files you can request them from the Rctg Bde Market and Mission Analysis Office at anytime (preferably 60 to 90 days prior to the start of the RMA work week).

ATAS Subdirectory	
This subdirectory contains the ATAS program files required to run the application. After installation, the following files are the only ones required to run ATAS. Any other files that were created as part of the setup program can be deleted. File extensions indicated by *** are MapInfo files (dat, id, ind, map, tab).	
File	Purpose
asrpt.exe	RA Average Station Report.

Table 4-2
Required files--continued

File	Purpose
atas.mbx	ATAS program file.
atas1.mbx	Places “ Run ATAS ” on MapInfo menu bar under File .
atas.per	Used by ATAS to locate unit files during setup (created by ATAS).**
atrpt.exe	USAR Average Station Report.
cimfmt.dbf	File used to create comparison between ZIP Codes in CIMS and ATAS.
dsrpt.exe	Detailed Station Report.
form 569.exe	USAREC Form 569-E Report.
form 878.exe	USAREC Form 878-E Report.
foxw2600.esl	FoxPro report engine for printing ATAS reports (FoxPro not required).
patch.bmp	USAREC patch bitmap used in reports.
schrpt.exe	School Report.
ssrpt.exe	Station Summary Report.
tda.exe	Converts TDA downloaded from the Army Recruiting Command Central Computer System (ARC3S) into data base file for Form 569-E.
tda1.bat	Changes directory (i.e., C:\mapinfo\bn9k) and calls tda.exe.
verify11.exe	ZIP Codes not assigned 100 percent.
verify12.exe	Misassigned ZIP Codes within Rctg Bn area.
verify13.exe	ZIP Code discrepancies with CIMS.
verify14.exe	ZIP Codes assigned to station at 0 percent.
verify24.exe	ATAS.RSID <>RS.RSID.
verify33.exe	Schools without unique numbers.
verify35.exe	Senior males doesn't match HSSRM * School Split.
Data Subdirectory	
The files in the data subdirectory are part of the MapInfo installation. This subdirectory contains all MapInfo core files such as state boundaries, tutorial files, etc. The file listed below is provided by HQ USAREC (RCPAE-MKT) annually and must be copied to the subdirectory.	
File	Purpose
us_zips.***	MapInfo ZIP Code Point Files. Used for geocoding.
Rctg Bn Subdirectory (i.e., RMA)	
These files are required to setup your Rctg Bn and are Rctg Bn specific.	
File	Purpose
atas.dbf	Unit data file.
fip9k.***	County boundary files for Rctg Bn 9K.
mstrzip.dbf	USAREC copy of unit data files.
rctot.dbf	Master RC data file.

Table 4-2
Required files--continued

<u>File</u>	<u>Purpose</u>
road9k.***	Highway files for Rctg Bn 9K.
rza.dbf	RS location and field force structure.
zip9k.***	ZIP Code boundary files for Rctg Bn 9K.
These files must be downloaded from ARC3S and copied to your Rctg Bn subdirectory to run verifies and reports.	
<u>File</u>	<u>Purpose</u>
9k.tda	TDA downloaded from ARC3S mainframe.
cims.dat	ZIP Code files downloaded from ARC3S (should be pulled to help verify ZIP Codes during the RMA process).
Once the MapInfo ATAS module has been run and all programs executed, you will have in your <u>Battalion Subdirectory</u> all original files (listed above) and the files listed below, which were created during the process.	
<u>File</u>	<u>Purpose</u>
atas.***	atas.dbf converted to MapInfo files (dbf will remain).
cims.dbf	ASCII file converted to data base format.
comp9k.***	Company boundary files for Rctg Bn 9K.
mstrzip.***	mstrzip.dbf converted to MapInfo files (dbf will remain).
rctot.***	rctot.dbf converted to MapInfo files (dbf will remain).
rsid9k.***	RS boundary files for Rctg Bn 9K.
rza.***	rza.dbf converted to MapInfo files (dbf will remain).
usar9k.***	USAR territory boundary files for Rctg Bn 9K.
Files created to produce the USAREC Fm 569-E	
<u>File</u>	<u>Purpose</u>
9K.***	TDA ASCII files used in the conversion routine.
tda*.***	Files used in producing the TDA portion of the USAREC Fm 569-E.
c90.***	Used to produce USAREC Fm 569-E for the Code 90 RS.
form569r.***	Files that are compiled from extracts of the 9K.TDA and RZA.DBF.
hrsid.***	Used to produce the USAREC Fm 569-E for the holding RS.
Once the RMA has been validated at your level, the following must be completed:	
<ul style="list-style-type: none"> Any ZIP Code discrepancy must be clearly explained. <ul style="list-style-type: none"> If Verify 12a lists ZIP Codes that you have determined not to belong to the Rctg Bn and need to be re-assigned to another Rctg Bn within your Rctg Bde, or if you believe that it belongs to another Rctg Bde, you must provide the RSID that it should be assigned to within your Rctg Bde or the other Rctg Bde. If you are claiming a ZIP Code that Verify 12b lists you must determine which Rctg Bn currently has the ZIP Code assigned to it and provide the RSID. Rctg Bde will provide a copy of the ATAS data base for the Rctg Bn that is losing the ZIP Code. All of the files listed in Rctg Bn subdirectory must be submitted on disk and the explanation of above paragraphs with a complete packet per USAREC Reg 601-87 to HQ USAREC (RCPAE-MKT). 	

Table 5-1
CIMS ZIP Code update process

1.	Prior to conducting an RMA the Rctg Bde must request from HQ USAREC (RCPAE-MKT) through the Rctg Bde Mission and Market Analysis Office, the update RMA files (ATAS.dbf, RZA.dbf, MSTRZIP.dbf, RCTOT.dbf).
2.	The Rctg Bn conducts their RMA, updating their RMA and ATAS files, running all verifies to ensure all ZIP Codes are assigned to an RSID.
3.	The Rctg Bn forwards all files in their C:\MAPINFO\RMA directory on disk or via cc:Mail, with the RMA packet, to the Rctg Bde Market Section.
4.	The Rctg Bde then staffs and identifies any problems which are resolved (with HQ USAREC (RCPAE) guidance, if required) before being forwarded to the Rctg Bde commander. Once the Rctg Bde commander has approved the action, the packet with data disk is forwarded to HQ USAREC (RCPAE-MKT).
5.	All data is then verified and quality checked by the HQ USAREC (RCPAE analyst). When all discrepancies are cleared, the HQ USAREC (RCPAE Analyst) provides data to the HQ USAREC (RCPAE Program Analyst), who then compiles all files together and runs a quality check on the files and aggregates them to the two data files (ACTIVE and AMEDD).
6.	These files are then provided to HQ USAREC (RCIM-AP-SA) to upload to the STATIC data base. The HQ USAREC (RCIM Analyst) will verify and do quality checks of the STATIC data base. The STATIC data base information replaces the CIMS at the beginning of the new quarter.
7.	The Rctg Bn should then download their CIMS data and run the CIMS verify program using the MAPINFO ATAS program. If there are any discrepancies the Rctg Bn should notify the Rctg Bde Market Section to update on the live CIMS. There is a STATIC ZIP Code Report available for ZIP Code verification before the E-date. There are CIMS reports available for ZIP Code verification at any time.
8.	If a pending RS (Code 90) is activated during the quarter, the Rctg Bn should send the list of ZIP Codes that need to be transferred from the holding RS to the newly activated Code 90, to the Rctg Bde Market Section.
9.	The Rctg Bde Market and Mission Analysis Office will coordinate with the Rctg Bde CIMS clerk to update the assigned ZIP Codes on CIMS.
10.	The Rctg Bn should update the lease and mail addresses on ARADS as soon as the Code 90 RS is activated.

Table 7-1
AMEDD required files

ZIP2RSID.DBF				
NAME	TYPE	LENGTH	DECIMAL	DESCRIPTION
ZIP	C	5		Zone Information Processing Code
ZSPLIT	N	5	2	ZIP Split
FIP	C	5		State and County Code
RSID	C	4		AC Recruiting Station Identification Designator
LATITUDE	N	19	9	Y Coordinator
LONGITUDE	N	19	9	X Coordinator
RESIDENCY.DBF				
NAME	TYPE	LENGTH	DECIMAL	DESCRIPTION
ZIP	C	5		Zone Information Processing Code
FIP	C	5		State and County Code
RSID	C	4		Recruiting Station Identification Designator
MFA_AOC	C	1		Medical Functional Area/Areas of Concentration
ASI	C	2		Additional Skill Identifier
PROG_LOC	C	19		Program Location (Name of Hospital, School, etc.)
YEAR1_SDT	N	5		1st Year Students in Program
YEAR2_SDT	N	5		2d Year Students in Program
YEAR3_SDT	N	5		3d Year Students in Program
YEAR4_SDT	N	5		4th Year Students in Program
YEAR5_SDT	N	5		5th Year Students in Program
TOT_ENROL	N	5		Total Enrolled in Program
LATITUDE	N	19	9	Y Centroid Location
LONGITUDE	N	19	9	X Centroid Location
RMA.DBF (Authorizations)				
NAME	TYPE	LENGTH	DESCRIPTION	
RSID	C	4	Recruiting Station Identification Designator	
PARA	C	4	TDA Paragraph	
NAME	C	20	Name of Recruiting Station	
FIP	C	5	State and County Code	
ZIP	C	5	Zone Information Processing Code	
SP_AMEDD	N	2	AMEDD Specialist Corps Recruiter/Counselor	
RA_66A_AME	N	2	AC AMEDD Recruiting Officer (Nurse)	
RA_70F_AME	N	2	AC AMEDD Recruiting Officer (MSC)	
USAR_66A	N	2	USAR AMEDD Recruiting Officer (Nurse)	
USAR_70F	N	2	USAR AMEDD Recruiting Officer (MSC)	
LPSC	N	2	Limited Production Station Commander	
RA_NCO	N	2	AC On-Production Noncommissioned Officer	
USAR_NCO	N	2	USAR On-Production Noncommissioned Officer	
OMA_TECH	N	2	AC Technician (Civilian)	
OMAR_TECH	N	2	USAR Technician (Civilian)	
OMA_CLK	N	2	AC Clerk (Civilian)	
OMAR_CLK	N	2	USAR Clerk (Civilian)	
UP_DATE	D	8	Date File is Updated	
MEPS_ID	C	3	Military Entrance Processing Station Identifier	
C_90	C	1	Code 90 Station (Pending or Planned Stations)	
HOLD_RSID	C	4	Holding Station for Pending Station	
REMARKS	C	40	Comments (i.e., Code 90, Movement of Authorizations, etc.)	

Table 7-1
AMEDD required files--continued

SCHFMT.DBF (School Data Base Format)			
NAME	TYPE	LENGTH	DESCRIPTION
ZIP	C	5	Zone Information Processing Code
FIP	C	5	State and County Code
CNUM	C	6	College Number
CNAME	C	27	College Name
SCH_TYPE	C	1	School Type (4 = 4 Year College, 2 = 2 Year College, v = Vocational School)
LPN	N	6	Full-Time Licensed Practical Nurse Students
ADN	N	6	Full-Time Associate Degree Nurse Students
BSN	N	6	Full-Time Bachelor of Science Nursing Students
FAM_NURPRA	N	6	Full-Time Family Nurse Practitioner Students
PRE_MD	N	6	Full-Time Pre-Med Students
DENTAL	N	6	Full-Time Dental Students
CRNA	N	6	Full-Time Certified RN Anesthetist Students
MD	N	6	Full-Time Medical Students
VET	N	6	Full-Time Veterinary Students
VET_PM_PHD	N	6	Vet Preventive Medicine Students
OPTOMETRY	N	6	Full-Time Optometry Students
PHARMACY	N	6	Full-Time Pharmaceutical Students
PODIATRIST	N	6	Full-Time Podiatry Students
OCC_THER	N	6	Full-Time Occupational Therapist Students
PHY_THER	N	6	Full-Time Physical Therapist Students
PHYS_ASS	N	6	Full-Time Physician Assistant Students
CLIN_PSY	N	6	Full-Time Clinical Psychologist Students
SOCIAL_WRK	N	6	Full-Time Social Worker Students
OSTEOPATH	N	6	Full-Time Osteopathic Medical Students
SCH_YEAR	C	2	School Year of Data
UP_DATE	D	8	Date File was Last Updated
WORKING.DBF (Working Data Base Format)			
NAME	TYPE	LENGTH	DESCRIPTION
ZIP	C	5	Zone Information Processing Code
FIP	C	5	State and County Code
AOC60C_AMA	N	6	Preventive Medicine Count from AMA
AOC60H_AMA	N	6	Cardiologist Count from AMA
AOC60J_AMA	N	6	Obstetrics/Gynecology Count from AMA
AOC60K_AMA	N	6	Urologist Count from AMA
AOC60L_AMA	N	6	Dermatologist Count from AMA
AOC60N_AMA	N	6	Anesthesiologist Count from AMA
AOC60P_AMA	N	6	Pediatrician Count from AMA
AOC60U_AMA	N	6	Child Psychiatrist
AOC60W_AMA	N	6	Psychiatrist Count from AMA
AOC61D_AMA	N	6	Rheumatologist Count from AMA
AOC61F_AMA	N	6	Internist Count from AMA
AOC61G_AMA	N	6	Infectious Disease Count from AMA
AOC61H_AMA	N	6	Family Physician Count from AMA
AOC61J_AMA	N	6	General Surgeon Count from AMA
AOC61K_AMA	N	6	Thoracic Surgeon Count from AMA
AOC61M_AMA	N	6	Orthopedic Surgeon Count from AMA
AOC61R_AMA	N	6	Diagnostic Radiologist Count from AMA
AOC61W_AMA	N	6	Peripheral Vascular Surgeon Count from AMA
AOC61Z_AMA	N	6	Neurosurgeon Count from AMA
AOC62A_AMA	N	6	Emergency Medicine from AMA

Table 7-1
AMEDD required files--continued

WORKING.DBF (Working Data Base Format) (Continued)			
NAME	TYPE	LENGTH	DESCRIPTION
AOC62B_AMA	N	6	Field Surgeon Count from AMA
OCC56_CEN	N	6	Census Count on Biological and Life Sciences
AOC71A_CNT	N	6	Microbiologist, Parasitologist, Immunologist Count
AOC72B_CNT	N	6	Entomologist Count
AOC72D_CNT	N	6	Environmental Science Count
AOC72E_CNT	N	6	Sanitary Engineer Count
OCC58_CEN	N	6	Census Count on Medical Scientists
AOC72A_CNT	N	6	Nuclear Medicine Science Count
AOC63A_ADA	N	6	ADA Count on General Dentistry
AOC63D_ADA	N	6	ADA Count on Periodontist
AOC63E_ADA	N	6	ADA Count on Endodontist
AOC63F_ADA	N	6	ADA Count on Prosthodontist
AOC63M_ADA	N	6	ADA Count on Orthodontist
AOC63N_ADA	N	6	ADA Count on Oral Surgeon
OCC61_CEN	N	6	Census Count on Veterinarians
AOC75A_CNT	N	6	Field Veterinarian Services Count
AOC75B_CNT	N	6	Veterinarian Preventive Medicine Count
AOC75C_CNT	N	6	Veterinarian Lab Animal Medicine Count
AOC75D_CNT	N	6	Veterinarian Pathologist Count
AOC75E_CNT	N	6	Veterinarian Microbiologist Count
AOC75F_CNT	N	6	Veterinarian Comparative Medicine Count
OCC62_CEN	N	6	Census Count on Optometrists
OCC63_CEN	N	6	Census Count on Podiatrists
OCC64_CEN	N	6	Census Count on Health Diagnosing Practitioners
AOC65C_CNT	N	6	Dietician Count
AOC72C_CNT	N	6	Audiologist Count
OCC65_CEN	N	6	Census Count on Registered Nurses
AOC66N_CNT	N	6	Nurse Administrator Count
AOC66H8F_C	N	6	Community Health Nurse Count
AOC66C_CNT	N	6	Psychology/Mental Health Nurse Count
AOC66E_CNT	N	6	Operating Room Nurse Count
AOC66F_CNT	N	6	Nurse Anesthetist Count
AOC66H8G_C	N	6	Ob/Gyn Nurse Count
AOC66H_CNT	N	6	Medical-Surgical Nurse Count
AOC66H8A_C	N	6	Critical Care Nurse Count
AOC66H8D_C	N	6	Midwife Nurse Count
AOC66H8E_C	N	6	Nurse Practitioner Count (Family)
OCC66_CEN	N	6	Census Count on Pharmacists
OCC68_CEN	N	6	Census Count on Respiratory Therapists
OCC69_CEN	N	6	Census Count on Occupational Therapists
OCC70_CEN	N	6	Census Count on Physical Therapists
OCC73_CEN	N	6	Census Count on Physicians' Assistants
OCC113_CEN	N	6	Census Count on Psychologists
AOC71F_CNT	N	6	Research Psychologist Count
AOC73B_CNT	N	6	Clinical Psychologist Count
OCC117_CEN	N	6	Census Count on Social Workers
OCC136_CEN	N	6	Census Count on Clinical Lab Techs
AOC71E_CNT	N	6	Clinical Lab/Lab Manager Count
OCC140_CEN	N	6	Census Count on Licensed Practical Nurses
OCC_DATE	C	4	Year of Census Data
AMA_DATE	C	4	Year of American Medical Association Data
ADA_DATE	C	4	Year of American Dental Association Data
AOC_UPDATE	D	8	Date of Field Update

NOTE: RCS exempt in accordance with AR 335-15, chapter 5.															
Office Symbol (MARKS Number)	Date														
<p>MEMORANDUM FOR Commander, ___ Recruiting Brigade, _____</p> <p>SUBJECT: RMA Afteraction Report</p> <p>1. In accordance with USAREC Reg 601-87, the _____ Recruiting Battalion conducted an RMA on _____. Enclosure 1 lists team members. Date of last approved RMA is _____.</p> <p>2. RMA recommends:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">RS _____ (+/- _____)</td> <td style="width: 50%;">TWOR _____ (+/- _____)</td> </tr> <tr> <td>LPSC _____ (+/- _____)</td> <td>SubRS _____ (+/- _____)</td> </tr> <tr> <td>OPRA _____ (+/- _____)</td> <td></td> </tr> <tr> <td>OPAGR _____ (+/- _____)</td> <td></td> </tr> </table> <p>3. Code 90 and holding stations are:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Code 90 RSID _____</td> <td style="width: 50%;">Holding RSID _____</td> </tr> <tr> <td>_____</td> <td>_____</td> </tr> <tr> <td>_____</td> <td>_____</td> </tr> </table> <p>4. USAREC Fm 569-E(s) and USAREC Fm 878-E(s) are at enclosures 3 and 4, respectively.</p> <p>5. Enclosure 6 provides justification for _____ exceptions.</p> <p>NOTE: This paragraph is not required if the Rctg Bn has no exceptions. List exceptions for LPSC, substations, satellite stations, etc.</p> <p>6. Name changes for RSID are as follows: (Paragraph required only if Rctg Bn requires RSID name(s) changes.)</p> <p>NOTE: The above are the minimum requirements for a memorandum. Rctg Bns may add information as required or deemed appropriate to further explain the results of the RMA.</p> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="width: 45%;"> <p>___Encls</p> <ol style="list-style-type: none"> 1. Team Members 2. ASRPT and ATRPT 3. USAREC Fm 569-E 4. USAREC Fm 878-E 5. USAREC Fm 842 6. LPSC Exception Justification 7. Verifies 8. Data Files 9. Maps (Hard Copy) </div> <div style="width: 45%; text-align: right;"> <p>_____ LTC, _____ Commanding</p> </div> </div>		RS _____ (+/- _____)	TWOR _____ (+/- _____)	LPSC _____ (+/- _____)	SubRS _____ (+/- _____)	OPRA _____ (+/- _____)		OPAGR _____ (+/- _____)		Code 90 RSID _____	Holding RSID _____	_____	_____	_____	_____
RS _____ (+/- _____)	TWOR _____ (+/- _____)														
LPSC _____ (+/- _____)	SubRS _____ (+/- _____)														
OPRA _____ (+/- _____)															
OPAGR _____ (+/- _____)															
Code 90 RSID _____	Holding RSID _____														
_____	_____														
_____	_____														

Figure 1-1. Sample RMA Afteraction Report



USAR Territory Report

(For use of this form see USAREC Reg 601-87)

**Location of USAR
Recruiters Authorized**

**Authorized
AGR GS7**

**Additional
RSIDs Supported**

**Supported
Reserve Centers**

Recruiting Company 4C2

4C2C

Abilene

1

0

4C4R
4C2C

ABILENE
MIDLAND

USAREC Fm 878-E, 1 May 95 (Previous editions are obsolete)

Figure 4-1. Sample of completed USAREC Fm 878-E

Recruiting Market Analysis Checklist

1. Preparation Phase.

- _____ a. Notify Rctg Bde Marketing of intent to conduct an RMA and the tentative dates for the RMA (whether or not it is a full-scale or small RMA).
- _____ b. Inform all leaders in the Rctg Bn chain of command (to include RS commanders) and all Rctg Bn staff sections (particularly the XO, ESS, facilities manager, and S-1) of the intent to conduct an RMA.
- _____ c. Obtain the most updated RMA data bases from Rctg Bde Market and Mission Analysis (MSTRZIP, ATAS, RZA, RCTOT). New ZIP Code files will be available on an annual basis.
- _____ d. Upon receiving the updated RMA data bases, go to MapInfo and the ATAS program and run the Utilities, Backup Data portion of the program. This will take your previous RMA files and archive them.
- _____ e. Copy the new data to your c:\mapinfo\rma directory (or the directory where your RMA data is located) and extract it, if necessary.
- _____ f. Go into the ATAS program and "Setup Recruiting Data." Once the data has been set up, run all ZIP Code and School verifies.
- _____ g. Add any new ZIP Codes to the ATAS data base (as necessary) and determine ownership of the ZIP Codes. Delete any extraneous ZIP Codes. Fix any other miscellaneous ZIP Code errors where the fix is obvious.
- _____ h. Go to ATAS and select "Update RMA Data," "Recalculate Market Data."
- _____ i. Go to ATAS and "Build Boundaries" and rebuild all boundaries.
- _____ j. Print out the ASRPT, SSRPT, DSRPT, ATRPT, High School Enrollment Report, and maps (as required) for each RS and Rctg Co in the Rctg Bn. Distribute the reports (as well as any unresolved verifies) to each Rctg Co for analysis and use in preparing for the actual RMA.
- _____ k. Provide all Rctg Cos and RS with command guidance from the battalion leadership team and/or operations shop, before they initiate work on the RMA.
- _____ l. Allow RS commanders time to update HS and grad data (if applicable) and for Rctg Cos to formulate a general strategy and plan, prior to the actual conduct of the RMA.
- _____ m. Also provide all school data (the ATAS HS Enrollment Report) to the ESS for updating as necessary.
- _____ n. Schedule the RMA on the Rctg Bn and Rctg Bde calendar, so that all necessary players can be available for the conduct of the RMA. This will normally be one entire week. Coordinate with Rctg Bde Marketing for Rctg Bde assistance and Rctg Bde commander inbrief and outbrief. HQ USAREC (RCPAE) is also available for assistance during the RMA. Send a simple request for HQ USAREC (RCPAE) attendance through Rctg Bde Marketing via cc:Mail, telephone, or memorandum.
- _____ o. Schedule an appropriate conference room to be dedicated for the RMA workweek.

Figure 4-2. Sample RMA checklist

_____ p. Start the facilities manager working on any known or foreseen facility issues, such as probable new RS, closures, etc. You can also request attendance by the Corps of Engineers and/or USAREC Facilities for assistance during the RMA. Again, a simple telephone call or cc:Mail would suffice.

2. General Execution of the RMA.

_____ a. Setup the dedicated conference room with appropriate maps, computers, printers, easels, briefing boards, etc., for the RMA workweek.

_____ b. Rctg Bde staff will conduct an inbrief to the Rctg Bn to kick off the RMA workweek. The battalion leadership team, all company leadership teams, and all staff sections should be present for the inbrief.

_____ c. Work with one Rctg Co at a time to hash out any changes in RS or boundaries, as well as for updating data in the ATAS and RZA data bases. (See 3 below.)

_____ d. Have each Rctg Co outbrief the battalion leadership team upon completion of their plan or have them brief the battalion leadership team all together towards the end of the week. The briefing should include a before-and-after picture of the Rctg Co and all RS. This should look at all pertinent data, such as DOD GSA and seniors per recruiter, as well as market share, facilities issues, vacancies, windshield time, traffic flow, etc.

_____ e. Allow a block of time for reworking of any unresolved issues, prior to briefing the Rctg Bde commander.

_____ f. Allow time for preparing briefing slides after all issues are resolved.

3. Specific Actions Necessary for Each Rctg Co During the RMA.

_____ a. Input all school data via the ATAS "Update RMA Data," "Edit School Data" program in ATAS/MapInfo. All schools will be listed in the ATAS data base and should be depicted as "PUB," "PVT," or "VOC."

_____ b. Change all ZIP Code ownership in ATAS as necessary to reflect the new Rctg Co configuration. Ensure you correct both the RSID and the USAR_ID for each ZIP Code change. Add or delete any ZIP Codes as required. (All changes can be done either by browsing the ATAS data base or by using the interactive verifies by selecting "Verify RMA Data," "Interactive.")

_____ c. Save the ATAS data base upon completion of edits.

_____ d. Browse the RS (RMA) data base and correct RS as required, to indicate any RS configuration changes. Also add new RS or delete old ones, as required. For any RS requiring a new RSID, the RSID must be attained from HQ USAREC (RCPAE). Have the Rctg Bde Marketing Section get the new RSID for you. All new RS that you don't want activated right away need to be indicated with a "P" (pending) in the "C_90" column. The "Hold_RSID" column must indicate the RSID of the RS where the recruiters will be working from, until the new RS opens. The RS holding the recruiters should have an "H" (holding) in the "C_90" column, and give the RSID it is holding recruiters for in the "Hold_RSID" column.

_____ e. Run "Update RMA Data," "Update RS Data" to save your above changes and recalculate the totals.

_____ f. Use the tools in the ATAS program to assist you in your analysis and configuration of the RS.

- All reports (particularly the ASRPT and ATRPT).
- "Shade Recruiting Areas" for maps depicting different criteria.
- "RA Redistricting" and "USAR Redistricting" to allow for "what-if" drills and for changing ZIP Code alignment.

Figure 4-2. Sample RMA checklist (Continued)

- “RC Analysis” and “RS Analysis” for encapsulated data on USAR units and vacancies in the area of an RS.
- The “60-20-20 Module” for recommended OPAGR locations.

_____g. Rerun all Verifies in the ATAS program to ensure ZIP Codes and schools in that Rctg Co are corrected. Resolve any issues.

_____h. Recalculate the data (i.e., “Update RMA Data,” “Recalculate Market Data”).

_____i. Rebuild all boundaries.

_____j. Print out new reports for the Rctg Co and its RS (i.e., the ASRPT, ATRPT, SSRPT, DSRPT, and High School Enrollment Report) and any maps as required.

4. Finalizing the RMA. (After all Rctg Cos have been analyzed and data has been updated.)

_____a. The BLT and/or S-3 will give an initial Rctg Bn overview of the RMA during the outbrief to the Rctg Bde commander.

_____b. Normally, each CLT will also outbrief the Rctg Bde commander on the changes in their Rctg Co area.

_____c. After outbrief, rework any unresolved issues to conclusion. Fix the appropriate data bases, as necessary.

5. Preparing the RMA Packet.

_____a. Prepare RMA cover memorandum in accordance with USAREC Reg 601-87. (Explain the general scope of the RMA, any significant changes, exceptions to policy, and any RS deviating more than 15 percent from the Rctg Bn average in the cover memorandum. The more specific this document is, the more it can be used by future leaders to understand rationale behind the changes in the area.)

_____b. Include in the packet the master verify and any verifies that were not corrected or resolved. You should explain any verifies that were not corrected or resolved right on the verify report itself.

_____c. Enclose maps.

_____d. Print out all the USAREC Fms 569-E by using the “Reports,” “Battalion” “USAREC Fm 569” program in ATAS. Each RS where a change occurred will require a comment be typed into the Remarks section as the program runs (e.g., “-1 OPRA to 3I5S, + 1 OPAGR new auth,” etc.).

_____e. Print out the USAREC Fm 878-E by using the “Reports,” “Battalion” “USAREC USAR Summary Report (Form 878)” program in ATAS.

_____f. Provide on disk all data bases used in the RMA. Go to “Utilities,” “Prepare RMA for Shipment.” This will zip up all pertinent RMA files into one file.

_____g. Enclose facility manager documents.

_____h. Enclose any substation or satellite RS requests or justification, as required.

_____i. Submit the packet to Rctg Bde. (Remember the packet must be at USAREC no later than 45 days prior to the beginning of the quarter you want the RMA to be in effect.)

Figure 4-2. Sample RMA checklist (Continued)

Appendix A

References

Section I

Related Publications

USAREC Reg 350-7
Recruiting Station Production Management System.

USAREC Reg 405-1
Facility Management.

USAREC Cir 601-81
Boundary Realignment.

Section II

Required Forms

USAREC Fm 569-E
Recruiting Field Force Changes.

USAREC Fm 878-E
USAR Territory Report.

Section III

Related Forms

USAREC Fm 636
School Data Sheet (RA and USAR).

USAREC Fm 842
Justification for Recruiting Substation.

Appendix B

Recruiting Field Force Changes

B-1. Rctg Bns will use USAREC Fm 569-E to indicate field force requirements. When using the ATAS, enter a "P" in the Code 90 column of the RS table to identify RS not yet open. Enter the RSID of the temporary RS in the Hold RSID column. Other than the Remarks section, all data entries for the form are automated and self-explanatory. In the Remarks section, enter the appropriate information to explain differences between "Current" and "Proposed" requirements.

B-2. To prepare USAREC Fm 569-E manually, print a blank copy from system. Enter the Rctg Bn, Rctg Co, and date at the top of each page. Use only one USAREC Fm 569-E per Rctg Co. For each RS within the Rctg Co, enter the following:

- a. RSID.
- b. RS Name (Station).
- c. TDA Paragraph (Para).
- d. Use the TDA to complete the "Current" columns.
 - (1) Limited-production station commander (LPSC).
 - (2) RA recruiters (RA).
 - (3) USAR recruiters (AGR).
 - (4) Civilian recruiters (GS-07).
 - (5) Total number of recruiters (TOTAL).
- e. Use the RMA results to complete the Proposed columns. Use same data definitions listed in d above.
- f. Subtract the appropriate columns in d from e to complete the Net Changes column. Use the same data definitions in d above.
- g. If the RS is Code 90, enter a "P" in the Code 90 column and the RSID of the RS where recruiters are temporarily based in the Hold RSID column.
- h. Enter the MEPS identification code in the MEPS ID column for the MEPS used by each RSID. The information is used by HQ USAREC (RCRM) to determine guidance counselor staffing for servicing MEPS.
- i. In the Remarks section, explain differences between "Current" and "Proposed" requirements.

Glossary

Section I

Abbreviations

AGR

Active Guard Reserve

AMEDD

Army Medical Department

AMEDD Det

Army Medical Department detachment

AOC

area of concentration

AOR

area of responsibility

ARADS

Army Recruiting and Accession Data Systems

ARC3S

Army Recruiting Command Central Computer System

ASRPT

Average and Standard Deviation Report

ATAS

Automated Territory Alignment System

ATRPT

Average Territory Report

BOIP

basis of issue plan

CIMS

Command Integrated Management System

CofS

Chief of Staff

DOD

Department of Defense

DSRPT

Detailed Station Summary Report

DZVAC

Distributed ZIP Code Vacancy

E-date

effective date

ESS

education services specialist

FIP

Federal Information Processing Standard Code

GSA

grad or senior I-III A

HCRT

health care recruiting team

HCRTL

health care recruiting team leader

HQ USAREC

Headquarters, United States Army Recruiting Command

HS

high school

HSDGF

1st year high school diploma graduate female

HSDGF1

2d year high school diploma graduate female

HSDGM

1st year high school diploma graduate male

HSDGM1

2d year high school diploma graduate male

HSSR

high school senior

HSSRF

high school senior female

HSSRM

high school senior male

LPSC

limited-production station commander

MA

military available

MEPCOM

United States Military Entrance Processing Command

MEPS

Military Entrance Processing Station

MKTZIP

market ZIP Code for USAR with territory and military available

MSTRZIP

master ZIP Code file

OASD

Office, Assistant Secretary of Defense

OPAGR

on-production Active Guard Reserve

OPRA

on-production Regular Army

QC

quality control

QOL

quality of life

RA

Regular Army

RC

reserve center

Rctg Bde

recruiting brigade

Rctg Bn

recruiting battalion

Rctg Co

recruiting company

RCTOT

reserve center totals

REQUEST

Recruit Quota System

RFMIS

Recruiting Facilities Management Information System

RMA

recruiting market analysis

RRS

Recruiting and Retention School

RS

recruiting station

RSID

recruiting station identification

SSRPT

Station Summary Report

TDA

tables of distribution and allowances

TPU

troop program unit

TWO

technical warrant officer

TWOR

technical warrant officer recruiter

USAR

United States Army Reserve

USAREC

United States Army Recruiting Command

Section II

Terms

Automated Territory Alignment System

A mapping and data base system to build station territories. Merges existing data from multiple sources (e.g., USAREC, census, DOD) to improve efficiency of RMA and build customized cartographic files.

Code 90

USAREC codes an RS with an unknown address or an RS with no definite street address as code "90."

limited-production station commander

Authorized for an RS with six or more on-production recruiters (OPRA and OPAGR).

market ZIP Code for USAR with territory and military available

Market ZIP Code designated in DZVAC as boundary ZIP Code with MA.

Priority A High School

Productive schools.

Priority B High School

Unproductive and/or unreceptive schools and other HS.

recruiter market

All HSSRM, HSSRF, HSDGM, HSDGF, HSDGM1, HSDGF1, and current 17 to 21 year old population within a geographically designated area (ZIP Code) assigned to a TDA authorized RA recruiter.

recruiting market analysis

A Rctg Bn analysis conducted to define and equitably distribute the market to the recruiting force.

Recruiting Market Analysis Data Base

An HQ USAREC (RCPAE-MKT) maintained marketing data base compiled from Rctg Bn RMA.

United States Army Reserve Center market area

The 50-mile geographic area (including ZIP Codes) surrounding an RC.

United States Army Reserve Data Base

An HQ USAREC (RCPAE-MKT) maintained market data base containing information about all USAR TPU in the force.